

Eric Jeffrey Michel

Department of Managerial Studies
Liataud Graduate School of Business
University of Illinois at Chicago
705 S. Morgan Street
Chicago, IL 60607

Phone: 312-996-2680 (w)
309-472-7456 (c)
Fax: 312-996-3559
Email: emiche5@uic.edu

ACADEMIC BACKGROUND

M.B.A. Bradley University, Peoria, IL 2007
Foster College of Business Administration
Concentration: Management

B.A. Bradley University, Peoria IL 2004
Majors: Political Science, International Studies (double-major)
Concentrations: Comparative Politics, International Relations

RESEARCH AND TEACHING INTERESTS

Positive Psychology, Psychological States, Multilevel Leader-Follower Exchange Relationships, Dimensions of Organizational Culture (Strategic Orientation, Creativity), Strategic Leadership, Adaptive Performance in Dynamic Environments, Construct Measurement, Multilevel Analysis

ACADEMIC POSITIONS

2012 – present	University of Illinois at Chicago, Chicago, IL Department of Managerial Studies <i>Graduate Research Assistant (2012-present)</i>
2009 – 2012	Christopher Newport University, Newport News, VA Department of Leadership Studies <i>Instructor of Leadership Studies (2009-2012)</i>
2007 – 2009	Bradley University, Foster College of Business Administration, Peoria, IL Department of Business Management & Administration <i>Instructor of Business Management (2008-2009)</i> <i>Research Associate (2007-2009)</i>
2004 – 2009	Bradley University, College of Education & Health Sciences, Peoria, IL Department of Educational Leadership & Human Development <i>Instructor of Leadership (2008-2009)</i> <i>Instructor, First-Year Seminar (2004-2006)</i>

REFEREED PUBLICATIONS

Good, D., & **Michel, E.J.** (in-press). Individual ambidexterity: Exploring and exploiting in dynamic contexts. Accepted for publication at *Journal of Psychology*.

Weinzimmer, L.G., **Michel, E.J.**, & Franczak, J. (2011). Creativity and firm-level performance: The mediating effects of action orientation. *Journal of Managerial Issues*, 23(1), 62-82.

Weinzimmer, L.G., Franczak, J., & **Michel, E.J.** (2008). Culture-performance research: Challenges and future directions. *Journal of Academy of Business and Economics*, 8(4), 152-162.

REVISE AND RESUBMIT

Weinzimmer, L.G., Robin, J., & **Michel, E.J.** The measurement of strategic orientation and its efficacy in predicting financial performance. Conditional acceptance at the *Journal of Business Strategies*.

RESEARCH IN PROGRESS

Weinzimmer, L.G., **Michel, E.J.**, & Robin, J. Acceptance of mistakes as an antecedent of organizational creativity. (*Working paper; Status: Prepared for submission to Journal of Managerial Psychology*).

Weinzimmer, L.G., Robin, J., & **Michel, E.J.** Strategic orientation, market orientation, and firm performance: Empirical validation of conceptual and operational differences. (*Working paper; Status: Under review at Journal of Business Research*).

Weinzimmer, L.G., **Michel, E.J.**, & Franczak, J. Strategic orientation, entrepreneurial orientation, and SME performance. (*Working paper; Status: 75% completed. Target: Journal of Business Venturing*).

Robin, J., Weinzimmer, L.G., **Michel, E.J.**, & Esken, C. When it comes to organizational culture, is its strength or its nature more important in determining financial performance? (*Working paper; Status: 75% completed. Target: Academy of Management Annual Conference*).

Robin, J., Weinzimmer, L.G., & **Michel, E.J.** The impact of industry on organizational culture. (*Working paper; Status: 50% completed. Target: Journal of Management*).

Michel, E.J., & Weinzimmer, L.G. Performance as a function of strategic aggressiveness. (*Working paper; Status: 50% completed. Target: Journal of Business Strategy*).

Michel, E.J. & Weinzimmer, L.G. PP&E, strategic aggressiveness, and firm performance. (Completed data collection; Status: 25% completed. Target: *Journal of Business Research*.)

REFEREED CONFERENCE PROCEEDINGS

Michel, E.J., & Weinzimmer, L.G. (2012, November). *Performance as a function of strategic aggressiveness*. Paper accepted for presentation at the 2012 Southern Management Association annual meeting, Ft. Lauderdale, FL.

Weinzimmer, L.G., Robin, J., **Michel, E.J.**, & Franczak, J. (2012, November). *Strategic orientation and SME performance: Conceptual, operational, and relational issues*. Paper accepted for presentation at the 2012 Southern Management Association annual meeting, Ft. Lauderdale, FL.

Weinzimmer, L.G., Robin, J., **Michel, E.J.**, & Franczak, J. (2011, November). *Strategic orientation, market orientation, and firm performance: Measurement and validity*. Paper presented at the 2011 Southern Management Association annual meeting, Savannah, GA.

Robin, J., **Michel, E.J.**, Weinzimmer, L.G., & Erb, M. (2011, August). *HR systems: The prediction of HR outcomes and organizational performance*. Paper presented at the 119th American Psychological Association Convention, Washington, DC.

Weinzimmer, L.G., **Michel, E.J.**, & Robin, J (2011, March). *Strategic orientation as a cultural attribute: Operationalization and reliability*. Paper presented at the Southwest Academy of Management annual meeting, Houston, TX.

Weinzimmer, L.G., & **Michel, E.J.** (2010, March). *Acceptance of mistakes as an antecedent of organizational creativity*. Paper presented at the Southwest Academy of Management annual meeting, Dallas, TX.

Weinzimmer, L.G., **Michel, E.J.**, & Franczak, J. (2009, October). *The mediating effects of action orientation on the creativity-performance relationship*. Paper presented at the Southern Management Association annual meeting, Asheville, NC.

McGowan, M., & **Michel, E.J.** (2009, May). *Preparing business adjunct faculty for the classroom: Toward a model of enhanced adjunct pedagogical performance*. Paper presented at the International Conference on Learning and Administration in Higher Education annual meeting, Nashville, TN.

Weinzimmer, L.G., **Michel, E.J.**, & Franczak, J. (2009, February). *Strategic orientation versus market orientation: Conceptual and operational differences*. Paper presented at the Southwest Academy of Management annual meeting, Oklahoma City, OK.

Weinzimmer, L.G., **Michel, E.J.**, & Franczak, J. (2009, February). *An empirical examination of strategic orientation and SME performance*. Paper presented at the Small Business Institute annual international conference, St. Petersburg, FL.

Weinzimmer, L.G., Franczak, J., & **Michel, E.J.** (2008, October). *Culture-performance research: Challenges and future directions*. Paper presented at the International Academy of Business and Economics meeting, Las Vegas, NV.

Weinzimmer, L.G., Wheeler, A., Franczak, J., & **Michel, E.J.** (2008, October). *Action orientation as a mediator in the culture-performance relationship*. Paper presented at the Southern Management Association annual meeting, St. Pete Beach, FL.

Weinzimmer, L.G., Brown, A., Franczak, J., & **Michel, E.J.** (2008, March). *Inconsistencies in organizational culture-performance research: Toward a model of content validity*. Paper presented at the Southwest Academy of Management annual meeting, Houston, TX.

TEACHING EXPERIENCE

Christopher Newport University, Newport News, VA

LDSP 330, <i>International Leadership</i>	SP10, SP11, FA11, SP12
LDSP 310, <i>Leadership Theory and Research</i>	FA09, FA10
LDSP 220, <i>Group Dynamics</i>	SP10, SP11, SP12
LDSP 210, <i>Study in Self-Leadership</i>	FA09, FA10, FA11

Bradley University, Peoria, IL

BMA 499, <i>Applied Leadership</i>	SP09
BMA 358, <i>Ethics and Managerial Decision Making</i>	MAY09
BMA 357, <i>Leadership and Interpersonal Behavior</i>	SP08, FA08, SP09
BMA 352, <i>Managing in Organizations</i>	SP08, FA08, SP09
ELH 381, <i>Strengths-Based Leadership</i>	FA08, SP09
ELH 382, <i>Leadership of Nonprofit Organizations</i>	SP09
AEP 100, <i>Student Planning Seminar for Business Students</i>	FA07
EHS 120, <i>The University Experience</i>	FA04, FA05, FA06

Student evaluations available upon request.

ACADEMIC AWARDS & HONORS

University of Illinois at Chicago, Chicago, IL

UIC College of Business Graduate Assistantship, 2012-present
UIC Department of Managerial Studies Fellowship, 2012-2013

Bradley University, Peoria IL

Foster College of Business Administration Outstanding Academic Advisor, 2009

RESEARCH GRANTS

2011 CNU Travel Grant, \$650

2010 CNU Travel Grant, \$650

2009 CNU Travel Grant, \$500

2008 Bradley University Foster College of Business Administration Professional Development Fund, \$2,500

INVITED SPEECHES, PRESENTATIONS, AND PANELS

Whose style is it anyway?: Developing an authentic leadership style, keynote address, Men's Leadership Program, Christopher Newport University, Newport News, VA, August 2011.

Who is the real me?: Personal Values and Authentic Leadership, keynote address, High School Summer Enrichment Leadership Institute, Bradley University, Peoria, IL, June 2009.

The 2008 Heart of Illinois United Way Peoria Area Community Assessment: Implications for Methodist Medical Center, invited presentation with L. Weinzimmer for the executive leadership team of Methodist Medical Center, Peoria, IL, February 2009.

The 2008 Heart of Illinois United Way Peoria Area Community Assessment: Implications for Saint Francis Medical Center, invited presentation with L. Weinzimmer for the executive leadership team of Saint Francis Medical Center, Peoria, IL, January 2009.

BMA Teaching Effectiveness Seminar, invited presentation with M. McGowan for BMA Department Adjunct Faculty, Bradley University, Peoria, IL, January 2009.

An Overview of the 2008 Heart of Illinois United Way Peoria Area Community Assessment, invited presentation with L. Weinzimmer for executive directors of United Way funded agencies, Peoria, IL, December 2008.

Building Positive Team Relationships: Practical Insights for OSF Leaders, invited presentation for senior managers at the Saint Francis Medical Center, Peoria, IL, December 2008.

Leading High Performance Teams: Practical Insights, invited speaker, 2008 Peoria (IL) Employer's Association Annual Conference, Peoria, IL, October 22, 2008.

Coaching for Peak Performance: Leadership and Life Lessons from Bradley Athletics, keynote address, 2008 Team Bradley annual leadership retreat, Lewis J. Burger Center for Student Leadership and Public Service, Bradley University, Peoria, IL, January 2008.

Building Community on Staff, keynote address, 2008 Residential Life Staff employee training, Bradley University, Peoria, IL, January 2008.

Where Research Meets Application: Teachable Points From Chinese Leadership, invited presentation to managers at Caterpillar University, Caterpillar, Inc., Peoria, IL, July 2007.

PROFESSIONAL EXPERIENCE

Current Memberships

Academy of Management (Organizational Behavior, Human Resources, Research Methods)
Southern Management Association (SMA)
Southwest Academy of Management (SWAM)
Federation of Business Disciplines (FBD)

Training

Center for the Advancement of Research Methods & Analysis (CARMA) Short Course:
Introduction to Linear Regression Models with Jose Cortina, May 2008.

CONSULTING AND APPLIED RESEARCH EXPERIENCE

Saint Francis Medical Center, Methodist Medical Center, Proctor Hospital, & Pekin Hospital, 2011-2012

Co-authored *2012 Community Health Needs Assessment: Peoria County, Tazewell County, & Woodford County*, a comprehensive strategic analysis per recommendations originating in the *2010 Patient Protection and Affordable Care Act*.

Heart of Illinois United Way, Peoria, IL, 2008 – 2009

Co-authored *2008 HOI United Way Peoria Community Strategic Assessment*, a comprehensive strategic analysis of 6-county Peoria, IL MSA.

Saint Francis Medical Center, Peoria, IL, 2009

Designed and delivered executive leadership development program on managing high-performance teams.

Peoria, IL Employers Association, 2008

Designed and delivered executive leadership development program on managing high-performance teams.

Peoria, IL Art Guild, 2007

Developed strategic marketing plan to increase annual membership.

INDUSTRY EXPERIENCE

Caterpillar, Inc., Peoria, IL, 2006 – 2007

MBA Learning Analyst Intern, Caterpillar University – College of Leadership

Developed enterprise communication plan to ensure deployment of leadership programs.

Supported the deployment of leadership development programs for first-time supervisors and high-potential employees

Division of Student Affairs, Bradley University, Peoria, IL, 2003 – 2007

Interim Assistant Director, Center for Campus and Community Testing, 2007

Developed comprehensive marketing plan to recruit corporate clients. Administered 10 assessment tools to campus and community stakeholders. Served as primary academic advisor for undecided business students.

Complex Hall Director, 2003 – 2007

Managed 5 residence halls housing 300 undergraduate students including a 100 unit on-campus apartment complex. Trained, evaluated, and supervised 8 direct reporting Resident Advisors and 2 Assistant Hall Directors.

Director of Student Security, 2004 – 2007

Responsible for employing nightly security in eleven residence halls housing 2,000 undergraduate students. Trained, supervised, and evaluated 100 student security personnel.

SERVICE TO THE COMMUNITY

Central Illinois Muscular Dystrophy Association, Bloomington, IL, 2002 – 2008

Volunteer counselor at MDA Summer Camp where I served as a Cabin Leader responsible for welfare of six non-ambulatory youth campers and 3 adult counselors. Volunteer at Labor Day Telethon and Softball-A-Thon.

Dunlap Public Schools – District 323, Dunlap, IL, 2006 – 2009

I served as a Junior Achievement volunteer presenter to 2nd grade students.

Peoria Public Schools – District 150, Peoria, IL, 2004 – 2005

Coordinator of a staff in-service day for 100 faculty at the Valeska Hinton Early Childhood Education Center.

NCAA Missouri Valley Conference/State Farm Just Read Program, 2001 – 2004

Volunteer reader to Peoria, IL-area elementary students.

PERSONAL AWARDS & HONORS

The Peoria Area Chamber of Commerce, Peoria IL
Community Leadership School, Class of 2007

Bradley University, Peoria IL

Graduate of Bradley University Honors Program, 2004

Student Advisor of Bradley University Honors Program, 2004-2005

State of Illinois Lincoln Laureate Nominee, 2005

Bradley University NCAA Division I Men's Cross Country and Track, 2000 – 2004

2 year Team Captain, 2003-2004

4 year Varsity Letter Winner, 2000-2004

Bradley Athletics Carl Grose Community Service Award, 2004: *Awarded annually to one Bradley University student-athlete who exemplifies service, academics, and teamwork*

Coca-Cola Community All-American, 2004: *Awarded annually to one Bradley University student-athlete*

Representative on Braves Council, Bradley's Student-Athlete Advisory Committee, 2001-2004

Represented Bradley University at NCAA National Leadership Conference in Orlando, FL, 2003

REFERENCES

Larry Weinzimmer, Caterpillar Professor of Strategic Management, Foster College of Business Administration, Bradley University, Peoria, IL.

Anthony R. Wheeler, Associate Professor of Human Resource Management, Charles T. Schmidt Labor Research Center, University of Rhode Island, Kingston, RI.

Darren Good, Assistant Professor of Management, Graziadio School of Business and Management, Pepperdine University, Malibu, CA.

Jennifer Robin, Assistant Professor of Management, Foster College of Business Administration, Bradley University, Peoria, IL.